



Analysis Of Government Policies On Welfare Guarantee Of Religious Court Employees In North Bolaang Mongondow Regency

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ABSTRACT

This research is motivated by the existence of a gap in the welfare of the State Civil Apparatus (ASN), especially between employees of the Religious Court and the National Land Agency (BPN), even though it is normatively regulated in a uniform national payroll system. This condition shows that there is a difference between formal justice and substantive justice in the ASN remuneration policy. This study aims to analyze government policies in ensuring the welfare of ASN and identify factors that cause income gaps between agencies. This research uses normative legal methods with legislative, conceptual, and comparative approaches. The data used are primary, secondary, and tertiary legal materials that are analyzed qualitatively normatively. The results of the study show that the income gap of ASN is mainly caused by differences in performance allowance policies that are sectoral. This has an impact on differences in income levels, decreased sense of fairness among employees, and reduced participation in the implementation of duties. In addition, other factors that affect the gap include institutional characteristics, particularly in law enforcement functions, as well as community and organizational culture. This gap shows that the ASN remuneration system does not fully reflect the principles of distributive justice and proportionality. Thus, a more integrated and equitable reform of ASN welfare policies is needed to improve the performance and quality of public services.

Keywords: ASN welfare, Performance allowances, Distributive justice, Employee participation, Public policy.

ABSTRAK

Penelitian ini dilatarbelakangi oleh adanya kesenjangan kesejahteraan Aparatur Sipil Negara (ASN), khususnya antara pegawai Pengadilan Agama dan Badan Pertanahan Nasional (BPN), meskipun secara normatif diatur dalam sistem penggajian nasional yang seragam. Kondisi ini menunjukkan adanya perbedaan antara keadilan formal dan keadilan substantif dalam kebijakan remunerasi ASN. Penelitian ini bertujuan untuk menganalisis kebijakan pemerintah dalam menjamin kesejahteraan ASN serta mengidentifikasi faktor-faktor yang menyebabkan kesenjangan penghasilan antar instansi. Penelitian ini menggunakan metode hukum normatif dengan pendekatan perundang-undangan, konseptual, dan perbandingan. Data yang digunakan berupa bahan hukum primer, sekunder, dan tersier yang dianalisis secara kualitatif normatif. Hasil penelitian menunjukkan bahwa kesenjangan penghasilan ASN terutama disebabkan oleh perbedaan kebijakan tunjangan kinerja yang bersifat sektoral. Hal ini berdampak pada perbedaan tingkat penghasilan, menurunnya rasa keadilan pegawai, serta berkurangnya partisipasi dalam pelaksanaan tugas. Selain itu, faktor lain yang mempengaruhi kesenjangan tersebut

meliputi karakteristik kelembagaan, khususnya dalam fungsi penegakan hukum, serta budaya masyarakat dan organisasi. Kesenjangan ini menunjukkan bahwa sistem remunerasi ASN belum sepenuhnya mencerminkan prinsip keadilan distributif dan proporsionalitas. Dengan demikian, diperlukan reformasi kebijakan kesejahteraan ASN yang lebih terintegrasi dan berkeadilan guna meningkatkan kinerja dan kualitas pelayanan publik.

Kata Kunci: Kesejahteraan ASN, Tunjangan kinerja, Keadilan distributif, Partisipasi pegawai, Kebijakan publik

INTRODUCTION

The State of the Republic of Indonesia constitutionally has a fundamental obligation to ensure the welfare of all citizens, including state apparatus as an integral part of the administration of government (Rusli, Irmawati, Saharuddin, 2025). This obligation is explicitly reflected in the Preamble to the Constitution of the Republic of Indonesia in 1945 which affirms the state's goal to protect the entire Indonesian nation and all Indonesian bloodshed and promote public welfare. This principle is then emphasized in Article 27 paragraph (2) of the 1945 Constitution which states that every citizen has the right to work and livelihood that is suitable for humanity, as well as Article 28D paragraph (2) which guarantees the right of everyone to work and to receive fair and decent remuneration and treatment in employment relations (Rizqi Mei Vindraputri, 2024). This constitutional norm is a philosophical and juridical basis for the state in formulating welfare policies for the State Civil Apparatus (ASN), including employees in the religious justice environment and other technical agencies (Sutiani, 2024).

As the main implementer of government functions, ASN has a strategic role in ensuring the sustainability of public services, law enforcement, and the implementation of state policies (Nugraha, 2018). Therefore, the welfare of ASN is not only an administrative issue, but also part of efforts to maintain the quality of good governance (Tata et al., 2025). From the perspective of state administrative law, providing decent income to ASN is a form of state responsibility as well as an instrument to encourage professionalism, integrity, and accountability of state apparatus. Thus, the ASN payroll system must not only meet the formal legality aspect, but also reflect the principle of substantive justice (Triadi et al., 2024).

In order to implement the mandate of the constitution, the government has established various national policies in the field of civil servant payroll, including Presidential Regulation Number 79 of 2025 concerning the Salary of State Civil Apparatus (Kadarisman, 2019). This regulation emphasizes that ASN salaries are determined based on class, rank, and length of service and apply uniformly throughout Indonesia regardless of agency. Thus, normatively the ASN payroll system has been designed to create legal certainty, equality, and justice in the fulfillment of basic income rights.

However, in practice, the welfare of ASN is not only determined by the uniform basic salary, but also by the various components of allowances inherent in the remuneration system. These allowances include family allowances, position allowances, general allowances, as well as holiday allowances and thirteenth salary as stipulated in Government Regulation Number 11 of 2025. Among all these

components, performance allowances are the most dominant factor in determining the total income of ASN.

In contrast to basic salary, performance allowances are regulated differently by each ministry or institution through a separate Presidential Regulation. In the judicial environment, including the Religious Court, performance allowances are regulated through Presidential Regulation Number 8 of 2020 which stipulates the amount of allowances based on position class and performance achievements. Meanwhile, within the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), performance allowances are regulated through Presidential Regulation Number 6 of 2024 which in practice shows a relatively higher amount compared to several other agencies, including judicial institutions (Negoro, 2021)

The difference in performance allowance policies between agencies causes variations in the income level of ASN across institutions. ASNs who have the same class and working period can receive significantly different total income just because of differences in the agency where they work. This condition raises the issue of distributive justice in the ASN remuneration system, especially when it is associated with the principle of equality and legal certainty which should be the basis for the state apparatus's payroll policy.

The condition of the difference in welfare does not only occur at the national level, but is also reflected in the regional level, including in North Bolaang Mongondow Regency. Religious Court employees and National Land Agency (BPN) employees in this area are both civil servants who work in relatively similar geographical areas and socio-economic conditions. Thus, logically and normatively, the two groups of civil servants should have a relatively balanced level of welfare, considering that they face living costs and working environment conditions that are not much different.

However, the reality on the ground shows that there is a significant difference in the total monthly income between Religious Court employees and BPN employees in the area. Although both receive the same basic salary in accordance with national regulations based on class and length of service, the striking difference arises from the performance allowance component. BPN employees tend to receive performance allowances with a higher nominal amount compared to employees of the Religious Court, so it has a direct impact on the different levels of welfare between the two.

This difference is interesting to study further because it occurs in the context of the same region, thus eliminating the variable of difference in cost of living or geographical conditions. Thus, the main factor that causes this disparity is institutional policies related to performance allowances. This shows that the sectoral design of ASN remuneration policy has created real welfare inequalities at the implementation level.

This condition raises fundamental questions about the effectiveness of government policies in ensuring the welfare of ASN in a fair and proportionate manner. If the ASN payroll system normatively upholds the principle of equality, then there should not be too significant differences in the income level of ASN who have the same status, class, and working period. From a distributive justice

perspective, income differences are possible, but they must be based on differences in workload, responsibilities, and objective contributions, not solely on differences in agencies (Santoso, 2021).

Furthermore, this welfare inequality has the potential to have a negative impact on work motivation, professionalism, and performance of civil servants. Civil servants who feel unfairly treated in the remuneration system tend to experience a decrease in morale and loyalty to the institution. In the long term, this condition can have an impact on the quality of public services and the effectiveness of government administration (Oktavia, 2021). Therefore, the problem of disparity in performance allowances is not only an administrative issue, but also a strategic issue in bureaucratic reform.

Based on this description, this research is important to conduct an in-depth study of government policies related to ASN welfare guarantees, especially in the context of comparisons between Religious Court employees and BPN employees in North Bolaang Mongondow Regency. This study is directed to analyze the reasons behind the differences in welfare policies that result in different income levels between the two groups of civil servants, even though they have the same employment status and work in the same area.

With the title "Analysis of Government Policy on Welfare Guarantee of Religious Court Employees in North Bolaang Mongondow Regency", this research is expected to make an academic contribution to the development of the study of state administrative law, especially related to justice in the ASN remuneration system. In addition, this research is also expected to make a practical contribution to the government in formulating and evaluating ASN welfare policies that are more fair, proportionate, and in line with constitutional principles that ensure the welfare of all state apparatus.

METHODS

This research is normative *legal research* that examines law as a norm or rule that applies in the national legal system (Saharuddin, Andi Suryaman M. Pide, Yunus Wahid, 2023). The main focus of the research is directed at the analysis of legal principles, doctrines, and laws and regulations related to government policies in ensuring the welfare of the State Civil Apparatus (ASN), especially employees of the Religious Court. In this study, law is understood as a normative instrument that not only regulates, but also assesses whether the resulting policies have reflected the principles of justice, equality, and legal certainty within the framework of the state of law. For this reason, this study uses a statute *approach* to examine the consistency and synchronization between regulations, a *conceptual approach* to examine the concepts of welfare and distributive justice from the perspective of state administrative law, and a *comparative approach* (Tue et al., 2023) to compare the welfare policy of Religious Court employees with employees of the National Land Agency (BPN).

Although this study is normative, the determination of the research location is still carried out as an analysis context, namely in North Bolaang Mongondow Regency. The determination of this location is intended to provide study limitations

as well as describe the concrete conditions for the implementation of ASN welfare policies in relatively similar geographical and socio-economic areas. Thus, this research remains contextually empirical relevance without changing its main character as normative legal research. The data source in this study is in the form of legal materials consisting of primary, secondary, and tertiary legal materials. Primary legal materials include various laws and regulations such as the 1945 Constitution, the Law on ASN, as well as government regulations and presidential regulations related to salaries and allowances for ASN. Secondary legal materials are in the form of scientific literature, journals, and expert opinions, while tertiary legal materials include legal dictionaries and encyclopedias that support the understanding of legal concepts. The technique of collecting legal materials is carried out through library *research* by searching, inventorying, and reviewing various relevant legal documents and literature (Sahar et al., 2025) Furthermore, the analysis of legal materials is carried out in a normative qualitative manner through the stages of inventory, interpretation, and legal reasoning to assess the suitability of government policies with the principles of justice and legal certainty. In addition, normative comparative analysis was also used to identify differences in welfare policies between Religious Court employees and BPN employees and their implications on the level of welfare of ASN. The results of this analysis are then used to formulate prescriptive conclusions and provide normative recommendations for improving ASN welfare policies that are more fair, proportionate, and oriented towards the fulfillment of the rights of state apparatus as a whole.

RESULTS AND DISCUSSION

The implementation of government policies in ensuring the welfare of Religious Court employees in North Bolaang Mongondow Regency based on the components of salaries and allowances received as State Civil Apparatus?

1. *Income Levels*

The results of the study show that the welfare guarantee policy of the State Civil Apparatus (ASN) implemented by the government has normatively regulated basic income equality through a national basic salary system. Based on the applicable provisions, the basic salary of ASN is determined by class, rank, and period of service, so that juridically there is no difference between employees of the Religious Court and employees of the National Land Agency (BPN) if they are at the same level of rank. This reflects the state's efforts to ensure legal certainty and formal equality in the ASN payroll system. Thus, in terms of basic regulations, government policies have fulfilled the principle of *equality before the law* in fulfilling the income rights of state apparatus (Wardany & Suhendro, 2019).

However, the results of the study also show that this equality is not fully reflected in practice, especially when viewed from the total income received by ASN. The significant difference lies precisely in the performance allowance component which is the largest part of the ASN remuneration system. BPN employees tend to receive performance allowances with a higher nominal amount than employees of the Religious Court, even though both have the same class and working period. This condition causes a fairly striking disparity in income levels between the two groups

of civil servants. In other words, even though the basic salary is uniform, the total income of ASN becomes unequal due to differences in sectoral performance allowance policies.

Empirically-conceptually, this condition shows that the design of ASN welfare policy in Indonesia is still dualistic, namely combining a centralized payroll system with a decentralized performance allowance system (Muhammad Havez, 2025). On the one hand, a uniform basic salary system reflects the principles of equality and legal certainty. But on the other hand, different performance allowance policies between agencies actually create welfare inequality. In the context of North Bolaang Mongondow Regency, this difference is increasingly relevant because the two groups of civil servants work in relatively similar geographical areas and socio-economic conditions. Thus, external factors such as the cost of living cannot be used as a justification for the difference in income levels.

From the perspective of state administrative law, this condition raises the issue of distributive justice in the ASN remuneration system. The principle of distributive justice requires that the distribution of resources, including income, must be proportionate based on each individual's contributions, workloads, and responsibilities (Adams, 2019). However, in practice, the difference in income level between Religious Court employees and BPN employees is not entirely based on objective differences in terms of workload or task complexity, but is more influenced by different institutional policies. This shows that the performance allowance policy does not fully reflect the principle of substantive justice.

Furthermore, this income level inequality also has implications for the effectiveness of the ASN welfare policy as a whole. The main goal of the welfare policy is to improve the quality of life of civil servants and encourage optimal performance in public services. However, if the policy actually produces significant inequality, then this goal becomes difficult to achieve evenly. Civil servants who receive lower incomes tend to experience a decrease in work motivation and job satisfaction, which can ultimately have an impact on the quality of public services provided.

In this context, it can be said that the current ASN welfare guarantee policy still emphasizes the aspect of formal justice rather than substantive justice. Formal justice is reflected in the similarity of the basic salary arrangement, while substantive justice demands a balance in the final results received by ASN. The imbalance between these two aspects shows that there is a gap between legal norms and the reality of policy implementation on the ground.

In addition, differences in income levels between agencies also have the potential to have a structural impact on the bureaucratic system. ASN tends to have a preference to work in agencies that provide higher incomes, so that it can trigger inequality in the distribution of human resources between institutions. In the long term, this can disrupt the stability and effectiveness of government administration, especially in institutions that have a relatively lower level of welfare.

Based on the results of the analysis, it can be concluded that the welfare guarantee policy for ASN, especially in the aspect of income level, still faces challenges in realizing comprehensive justice. Although normatively there has been

equality in the regulation of basic salary, differences in performance allowance policies between agencies have created significant welfare disparities. Therefore, it is necessary to evaluate and harmonize the ASN remuneration policy so that it better reflects the principles of distributive justice, equality, and legal certainty as a whole.

2. *Officers' Sense of Justice*

The results of the study show that the welfare guarantee policy of the State Civil Apparatus (ASN) not only has an impact on the economic aspect in the form of income levels, but also has significant implications on psychological aspects, especially related to the sense of justice felt by employees. The sense of justice in this context refers to the subjective perception of civil servants regarding the appropriateness between the contributions given and the rewards received, as well as the equality of treatment in the remuneration system. From the perspective of state administrative law, a sense of justice is an important indicator for assessing the effectiveness of public policies, because policies that are normatively correct do not necessarily produce justice that is perceived in real life by legal subjects.

In practice, the results of the study show that employees of the Religious Court in North Bolaang Mongondow Regency tend to feel injustice in the payroll and benefits system, especially when compared to employees of the National Land Agency (BPN). Although they formally have the same employment status, class, and working period, the significant differences in total income due to disparities in performance benefits give rise to the perception that the remuneration system has not been run fairly. This condition shows that there is a gap between formal justice regulated in laws and regulations and substantive justice felt by employees in their daily working lives.

From the perspective of distributive justice theory, employees' sense of justice is greatly influenced by the comparison between input and output. Inputs in this case include workload, responsibilities, task complexity, and contribution to the organization, while output is in the form of income and facilities received. When employees feel that the output received is not proportional to the input given, there will be a perception of injustice. In the context of this study, Religious Court employees who face a high workload, including handling complex and sensitive cases, tend to feel that the income they receive does not reflect the contribution they make.

Furthermore, differences in performance allowance policies between agencies also give rise to the perception of structural inequality in the bureaucratic system. Employees not only compare internal conditions in their agencies, but also make external comparisons with ASN in other agencies. This phenomenon is known as *social comparison*, which in many studies has been shown to affect the level of satisfaction and perception of individual justice. When the comparison shows significant inequality, the sense of fairness of employees will tend to decrease.

In addition, the lack of transparency and understanding of the basis for determining performance allowances also strengthens the perception of injustice. Employees often do not get adequate information about the reasons for the difference in the amount of allowances between agencies, so the policy is seen as

something disproportionate. From a good governance perspective, transparency is an important element in creating public trust in government policies. Therefore, the lack of clarity in the mechanism for determining performance allowances can worsen the perception of employee fairness.

The implications of low employee sense of justice cannot be ignored, because they are directly related to attitudes and behaviors at work. Employees who feel unfairly are more likely to experience decreased job satisfaction, reduced motivation, and weakened commitment to the organization. In the long term, this condition can have an impact on declining individual performance and overall institutional performance. Thus, the sense of justice is not only a subjective issue, but has real consequences for the effectiveness of government administration.

On the other hand, it needs to be recognized that different performance allowance policies between agencies basically have certain rationalities, such as differences in task characteristics, job risk levels, and bureaucratic reform achievements. However, these differences must be objectively and proportionately justified so as not to cause a perception of injustice. In this regard, the government needs to ensure that any remuneration policy is based on the principle of distributive justice that considers the balance between contributions and rewards.

3. *Employee Participation*

The results of the study show that the welfare guarantee policy of the State Civil Apparatus (ASN) has a close relationship with the level of employee participation in carrying out organizational duties and functions. Employee participation in this context is not only interpreted as physical presence or administrative compliance alone, but also includes active involvement, commitment, initiative, and real contributions in achieving organizational goals. From the perspective of state administration law and public management, employee participation is an important indicator in assessing the effectiveness of welfare policies, because adequate welfare is believed to encourage improvement in the performance of state apparatus.

In practice, the results of the study show that there is a difference in the level of participation between employees of the Religious Court and employees of the National Land Agency (BPN) which is influenced by the level of welfare they receive. Employees who earn higher, especially through greater performance benefits, tend to show better levels of participation, both in terms of work discipline, involvement in tasks, and commitment to the organization. On the other hand, employees who feel that their level of well-being is relatively lower show a tendency to participate less than optimally, even though they do not directly neglect their duties and responsibilities.

This phenomenon can be explained through the work motivation theory approach, which states that well-being is one of the main factors that affect employee enthusiasm and involvement at work. In the context of this study, welfare inequality that occurs due to differences in performance allowances between agencies has an impact on differences in work motivation. Religious Court employees who feel disadvantaged in the remuneration system tend to experience a decrease in

motivation, which ultimately affects their level of participation in the performance of their duties.

In addition, the sense of justice that has been discussed in the previous section is also directly related to employee participation. Employees who feel treated fairly tend to have high loyalty and are willing to contribute more to the organization. On the other hand, the perception of injustice can lead to apathy, which is characterized by reduced initiative, lack of creativity, and low involvement in organizational activities. Thus, employee participation is not only influenced by economic factors, but also by psychological factors related to the perception of justice.

In the context of North Bolaang Mongondow Regency, this condition is becoming increasingly relevant because Religious Court employees and BPN employees work in the same social and geographical environment. Thus, the difference in participation rates cannot be explained by external factors such as working environment conditions or living costs, but rather by differences in welfare policies implemented by each agency. This shows that the remuneration policy has a strategic role in shaping the behavior and performance of ASN at the local level.

Furthermore, low employee participation in the long term can have an impact on the decline in the quality of public services. ASN as public servants are required to work professionally, responsively, and innovatively. However, if the level of employee participation is not optimal, the quality of services provided to the community also has the potential to decrease. This is certainly contrary to the main goal of bureaucratic reform which wants to realize an effective and service-oriented government.

On the other hand, it needs to be recognized that employee participation is not only influenced by welfare factors, but also by other factors such as leadership, organizational culture, and performance monitoring and evaluation systems. However, in the context of this study, welfare policy remains the dominant factor because it is directly related to the basic needs of employees. Therefore, improving the welfare of ASN can be one of the effective strategies to increase overall employee participation.

Factors that cause differences in the provision of performance allowances to ASN?

1. Performance Allowance Regulation (Remuneration)

The results of the study show that the main factor that causes the income gap between employees of the Religious Court and employees of the National Land Agency (BPN) lies in the regulation of performance allowances or remuneration that is sectoral. Normatively, the ASN payroll system in Indonesia has indeed been regulated nationally through a uniform basic salary mechanism based on class and period of service. However, the component of performance allowances that is actually the largest contributor to the total income of ASN is regulated differently by each ministry or institution through internal policies stipulated in the Presidential Regulation.

In practice, the performance allowance policy within BPN shows a relatively higher amount compared to the performance allowance within the Religious Court. This difference not only reflects the variation in policies between agencies, but also

shows that the ASN remuneration system has not been fully integrated nationally. As a result, civil servants who have the same class and working period can receive significantly different income just because of the difference in the agency where they work.

From the perspective of state administrative law, this condition raises the issue of distributive justice. Non-uniform remuneration regulation has the potential to violate the principle of equality, as it produces different outputs from relatively equal inputs. Therefore, performance allowance regulations are the most dominant structural factor in creating a gap in ASN welfare, so it requires evaluation and harmonization of policies to be more fair and proportionate.

2. *Characteristics of Law Enforcement*

The second factor that affects the income gap of employees is the characteristics of law enforcement in the institution where ASN works. Religious Court employees are part of the judicial institution that has the main function in upholding law and justice, especially in cases related to Islamic family law. This task has a high level of complexity and sensitivity because it is directly related to the social, cultural, and religious aspects of society.

On the other hand, BPN employees focus more on technical land administration services, although they still have strategic value in national development. In public policy practice, agencies directly related to the economic and investment sectors often receive priority in strengthening the remuneration system, including in terms of providing higher performance allowances. This causes an imbalance between agencies engaged in law enforcement and agencies oriented towards administrative and economic services.

This condition creates a paradox in the bureaucratic system, where institutions that have an important function in maintaining the rule of law are not always balanced with an adequate level of welfare. From a justice perspective, this can create an imbalance between the responsibilities and rewards received. Therefore, the characteristics of law enforcement are an important factor that needs to be considered in formulating ASN welfare policies to better reflect the proportionality between workload and income level.

3. *Community Culture*

The third factor that also affects the income gap for employees is the culture of the community and the social environment in which ASN works. Community culture in this case includes values, perceptions, and social views on the ASN profession as well as differences in welfare levels between agencies. In some areas, including North Bolaang Mongondow Regency, there is a tendency that certain agencies are considered more economically promising than others.

This perception not only has an impact on the image of the institution, but also affects the attitude and motivation of employees. Employees who work in agencies with higher income levels tend to have higher levels of confidence, pride, and job satisfaction. On the other hand, employees who are in agencies with a

relatively lower level of welfare can experience social and psychological pressure, which has implications for decreased morale and loyalty to the organization.

In addition, the organizational culture that develops in each agency also influences the way employees respond to welfare policies. Agencies with a good remuneration system tend to have a more competitive and productive work culture, while agencies with welfare limitations have the potential to experience stagnation in performance. Thus, the culture of society and organizations is a factor that strengthens the impact of income inequality, both socially and psychologically.

CONCLUSION

The government's policy in ensuring the welfare of the State Civil Apparatus (ASN), especially Religious Court employees, has normatively accommodated the principle of equality through a uniform national payroll system. However, in practice, there is still a significant gap in the level of income between agencies, especially between employees of the Religious Court and employees of the National Land Agency (BPN). The gap is caused by differences in sectoral performance allowance policies, so that even though they have the same class and working period, ASN receive different total income. This condition shows that the ASN remuneration system does not fully reflect the principles of distributive justice and proportionality in the state of law.

In addition, the income gap has a direct impact on the sense of justice and employee participation. Employees who receive lower incomes tend to feel unfair, which ultimately affects work motivation, loyalty, and the level of involvement in the execution of tasks. This shows that ASN welfare policies not only have an impact on economic aspects, but also have significant psychological and performance implications. Thus, the effectiveness of ASN welfare policies cannot be measured only from the normative aspect, but also from the extent to which the policy is able to create substantive justice and increase employee participation. Furthermore, the main factors that cause the income gap for ASN include non-uniform performance allowance regulations, differences in institutional characteristics, especially in law enforcement functions, and the influence of community and organizational culture. These three factors interact with each other in shaping the uneven reality of ASN welfare. Therefore, a more integrated, transparent, and fair ASN remuneration policy reform is needed to realize a proportionate welfare system for state apparatus and support the continuous improvement of public service performance and quality.

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